

**INFLUENCE OF INTRINSIC REWARD ON VOLUNTEERS
RETENTION AT ST. MARTIN CSA, NYAHURURU**

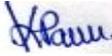
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D64/11097/2018**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
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DECLARATION

This research project is my original work and has not been presented in any other University or institution of higher learning for any academic award.

Signature..... Date:.....28/11/2018.....

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Supervisor's Declaration

This research project has been submitted for examination with my approval as the University of Nairobi supervisor.

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DEDICATION

I dedicate this project work to all St. Martin CSA volunteers, who have taught me the art of giving freely and the joy of sharing with the poor. May the Grace of God be sufficient for you as you continue serving the vulnerable in the community.

ACKNOWLEDGEMENT

To God be the glory and honour for His protection throughout my studies. Wisdom, knowledge, and understanding come from you. Thank you.

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To all my respondents I appreciate and recognize you for providing valuable information for the success of this study. May the Grace of God be sufficient to all of you in this journey of serving the vulnerable.

LIST OF ABBREVIATIONS

CSA	Catholic Social Apostolate
FBOs	Faith-Based Organizations
HRM	Human Resource Management
NGOs	Non-Governmental Organizations
SPSS	Statistical Package for Social Science
TVET	Technical and Vocational Education and Training
SD	Standard Deviation
ANOVA	Analysis of Variance

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ABSTRACT

Human resources are the main driving force and the heart of every organization. Maintaining a sufficient talented workforce in an organization is a sure way of ensuring a competitive advantage, increase in production, profitability and realization of the organization core mandate. Unfortunately, many organizations including FBOs today are facing the challenge of attracting and retaining a talented workforce. The role played by intrinsic reward in attraction and retention of the great talents has been forgotten by many employers and organizations emphasizing more on extrinsic rewards. FBOs like St. Martin CSA, Nyahururu are not exceptional; they are facing the same challenge of maintaining a reliable pool of volunteers. The objective of this study was to establish the influence of intrinsic reward on volunteers' retention at St. Martin CSA, Nyahururu – a FBO. The study applied a cross-sectional descriptive research design. The design was preferred because it allows one to study the variables without manipulating them. It is cheap, easy and fitted so well in this kind of study. The study targeted 542 volunteers working at St. Martin CSA, Nyahururu. Simple random sampling technique was utilized to select a sample of 120 volunteers. A structured questionnaire with closed-ended Likert scale questions was used to collect primary data. Out of the 120 questionnaires distributed, 118 were responded and returned constituting a response rate of 98%. The data collected was analyzed using Excel spreadsheet and Statistical Package for Social Sciences. Descriptive statistics were computed for respondents' background data, attraction, turnover and the key variables i.e. intrinsic rewards, and volunteers' retention. The data collected was presented using figures and tables. Simple linear regression analysis was done to establish how the independent variable - intrinsic rewards influence the dependent variable -volunteers' retention at St. Martin CSA, Nyahururu. The study findings revealed that the influence of intrinsic rewards on volunteers' retention at St. Martin CSA, Nyahururu was statistically significant. This means that intrinsic rewards positively influence volunteers' retention at St. Martin CSA, Nyahururu at 43.1% ($R^2=0.431$). The other 56.9% was perhaps due to other variables not covered by this study. Findings further showed that the sense of meaningfulness was the most significant on volunteers retention followed by the sense of choice, competence and progress in that order. This study has contributed to the existing knowledge by empirically confirming that intrinsic rewards play a key function in volunteers' retention at FBOs. This study, therefore, concludes that intrinsic rewards positively and significantly influence volunteers' retention. The study recommends that St. Martin CSA management should review volunteers' policy to categorically define and design volunteers' retention strategies to include intrinsic rewards. The management also needs to be conscious of the intrinsic rewards and purposively design volunteers work design to increase the feeling of intrinsic rewards and hence increased volunteers' retention. Staff should be fully aware and or trained on the dynamics of intrinsic rewards and on how to offer a favourable environment that fosters intrinsic rewards from volunteers' experiences. Finally, the study advocates future research to replicate this study in other FBOs working with volunteers within and without Kenya and also to look at intrinsic rewards and volunteers turnover since this was not very clear in this study.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Human Resources are the heart and the driving force in all organizations (Mathimaran & Kumar, 2017). The challenge being faced by many organizations today is how to manage human capital and to retain a skilled workforce. The achievement of an organization largely relies on how well the management can retain a well-motivated and talented workforce. Attracting and retaining the best workforce is considered important to the corporate strategy as cited by Chemtai & Wanja, (2019). Workforce retention helps in increasing the organization's productivity hence increased profit and realization of set goals. If a volunteer quits, substantial time and money are usually wasted in recruiting, inducting and training a replacement. It also leads to loss of organizational efficiency and effectiveness. It is therefore paramount for organizations to have precise and workable workforce retention strategies in place to prevent human capital turnover (Mathimaran & Kumar, 2017).

According to Oyoo et al, (2016) workforce retention is a strategic decision that employers must make. Organizations, therefore, develop reward systems as an approach to ensure attraction and retention of key talented employees. Reward system is one of the crucial components of an organization's retention strategies. Armstrong, (2006) argues that rewards include both financial and non-financial. According to Tymon et al, (2010) these rewards are categorized into intrinsic and extrinsic rewards. Intrinsic rewards, however, have been forgotten by many organizations as argued by Tymon et al, (2010). More emphasis has been put on extrinsic rewards in modern organizations. Studies indicate that intrinsic rewards linked to work commitment lead to increased workforce retention. Intrinsic rewards are associated with many desirable

work outcomes like satisfaction, commitment, performance, innovativeness and reduced stress. All these aspects reduce volunteers' intentions to leave. Therefore, intrinsic rewards experienced by the workforce are critical components of retention success in any organization (Tymon et al, 2010).

This research was supported by the Social Exchange Theory and Maslow's Motivation Theory. Social exchange theory builds on the principle of rewards and costs reciprocal exchanges (Rice, 2014). This theory asserts that people volunteer because of the benefits associated with it. Commitment occurs as individual and group interests merge through mutual exchanges. On the other hand, Maslow's Motivation Theory highlights on the pecking order of needs (Badubi, 2017). This theory suggests that the probability of the employees staying longer in an organization is high when they feel motivated when the organization meets their needs. These needs are met by the intrinsic rewards experienced from the job itself.

This research focused on Faith-Based Organizations (FBOs) because they heavily rely on volunteers to execute their mandate. However little efforts have been put to study the role of intrinsic rewards on volunteers' retention in FBOs yet intrinsic rewards play a great role in volunteers' retention. Volunteers are not paid and this raises the curiosity to know what makes volunteers stay and not leave even when extrinsic rewards are not in play (Mathimaran & Kumar, 2017). The role of intrinsic rewards in volunteers' retention is not well defined in most FBOs as echoed by Oyoo et al, (2016). More so retaining key volunteers has never been a priority to the management of most FBOs (Mathimaran & Kumar, 2017). It is against this background that this study purposed to establish the influence of intrinsic rewards on volunteers' retention at St. Martin CSA, Nyahururu in Laikipia County.

1.1.1 Intrinsic Rewards

According to Morgan et al, (2013), intrinsic rewards are intangible paybacks e.g. managers assistance in doing the job, a chance for freedom or opportunity to decide or contribute to one's input into the task, the meaningfulness of the tasks, and the assistance from fellow employees. On the other hand, Oyoo et al, (2016) argued that intrinsic rewards include aspects like achievement, selection, challenge, independence, and accountability. They further added recognition, status, praise from supervisors and fellow teammates, self-esteem and satisfaction. Intrinsic rewards come from the job itself and not from the outside like in the case of extrinsic rewards. According to Ayman & Rjoub, (2019) they described intrinsic rewards as intangible benefits or compensation, such as a chance to give input into one's task, the meaningfulness of job task and also support from fellow employees.

Thomas, (2009) stated that intrinsic rewards are gaining popularity in creating a high engagement culture. He argued that for employers to understand intrinsic rewards, they must first understand today's work. The workforce today is required to manage themselves, to be more innovative by using their intelligence and experience to achieve organizational goals. Thomas, (2009) went further and classified intrinsic rewards into four main groups or categories i.e. a sense of choice, meaningfulness, progress, and lastly sense of competence.

Ayman & Rjoub, (2019) argued that intrinsic rewards are of value to all workforces and the organization irrespective of the industry they are in. First, a workforce with high levels of intrinsic reward shows a lot of concentration and self-management. At the organizational level, intrinsic rewards are good indicators of workforce retention. Secondly, intrinsic rewards are important because they are a sustainable foundation of motivation in the workforce. People who experience these rewards experience

positive feelings, their job satisfaction is higher, report no or little stress and are likely to feel they are advancing well career-wise and professionally. Intrinsic motivations don't depend on money and other benefits to generate an extra effort and call for minimum supervision. Ayman & Rjoub, (2019) argued that lack of intrinsic rewards results in a negative feeling of uncertainty, stress, and emotional detachment. Consequently, this leads to employees quitting the organization or result in poor performance in the long run.

1.1.2 Volunteers' Retention

Volunteers' retention is the capacity of an employer to retain the organization talented workforce. Borrowing from Mathimaran & Kumar, (2017), one can argue the volunteers' retention is a well-coordinated effort whereby organizations promote a work environment that encourages existing volunteers to stay in the organization. Retention is an ongoing and serious issue. It is a problem that will continue to bother many employers for the foreseeable future unless they consciously address retentions dynamics. The workforces the organizations want to retain are always in short supply and always have alternatives.

According to Cole, (2000) several factors can directly influence employees retention. It is important to note that the same factors also apply to volunteers' retention. These factors include but not limited to career growth opportunities, work-life balance, existing leave policy, sound work environment, organization justice, and organization image. Volunteers stay longer where they see the value of their efforts, have a sense of pride and are allowed to work to their optimum capacity. Most of these aspects as stated by Cole, (2000) fall under intrinsic rewards as also noted by Tymon et al, (2010) and Thomas, (2009). Volunteers who are happy with their job and proud of

their organization are likely to stay longer in an organization. Armstrong, (2006) recommends that employers should ascertain the reasons for employees' dissatisfaction or why they are unhappy and purpose to counter those feelings if they are true. The same applies to volunteers as well. Volunteers' retention rate is important and helpful statistics for organizations to calculate. The formula entails dividing the number of the volunteers who left during a period by the number of the volunteers at the end of a period to get the percentage. Standard employees' retention rates range from 70% to 80% and vary from one industry to another (Connell & Philips, 2011).

Effective volunteers' retention reduces turnover which disrupts the flow of a functioning workforce. When key workforce leave there can be a significant knowledge loss or gap as a result. Retention saves an organization financial burden of recruitment and training new staff or volunteer. In short, replacing volunteers is expensive, disruptive and time-consuming. Retaining key talented volunteers or employees also build the organization competitive advantage (Lance, 2004). According to Mathimaran & Kumar, (2017) constant turnover leads to loss of productivity which is why it is paramount for an organization to retain its best human capital. According to Miller, (2001) indicators of retention occur when employee experience intrinsic rewards in their jobs i.e. feel more engaged, supported, valued, recognized and when they feel that the manager is helpful and warm towards them. In conclusion, studies have cited that lack of attachment and commitment to the organization, job pressure, and little or no job satisfaction contribute to one's desire to quit their work and look for employment or volunteerism opportunity elsewhere.

1.1.3 Volunteerism in Faith-Based Organizations

Volunteerism is defined as any activity provided freely by an individual to benefit a course, a different person, or a group (Wilson, 2000). FBOs involved in charity work are usually major beneficiaries of volunteer service. Volunteerism is one of the most common activities in Kenya especially at FBOs like St. Martin CSA. They form part of the unpaid workforce as stated by Pipinato et al, (2014). They are essential to the success of organizations where they substantially cut down the cost of labour. Pipinato, (2013) out of his experience claims that volunteers are the greatest donors in charity and social projects. Therefore, when volunteers quit they put a substantial strain on organizational resources, thus affecting their success (Lorna et al, 2018). Most FBOs recruit their volunteers using different approaches. Some use the formal recruitment process like interviews while others use the referrals system or mobilize the community members to volunteer (Pipinato et al, 2014).

Several pieces of research have been carried out on different forms of volunteerism and the motivations that make one to volunteer. Much of the available literature on volunteerism draws upon findings from the United States that might not be matching with our Kenyan context. The literature on volunteers' engagement and retention indicate that retention problems persist necessitating strategies for volunteers' retention in Faith-based and volunteers organizations.

1.1.4 St. Martin Catholic Social Apostolate (CSA)

St. Martin CSA is a FBO, working with and for the marginalized and vulnerable groups of people in the society. Its work focuses on children in need of care and protection, people suffering and or recovering from alcohol and drugs abuse, mental illness, and victims and survivors of violence and human rights violations. The work

of the organization covers parts of Laikipia, Baringo and Nyandarua counties. The vision of the organization is “a just society in which communities uphold the dignity of vulnerable people, through the spirit of love and solidarity”. Its mission is “to strengthen community capacity to care for and empower vulnerable people in mutually transformative relationships” (Muchilwa, 2019).

The organization has worked with volunteers since its inception in 1997 with no extrinsic rewards or any tangible benefits like sitting allowance. However, the actual cost incurred in their service e.g. actual transport cost is reimbursed when they are involved. St. Martin CSA put more emphases on appreciation, spiritual formation, capacity development, follow-up and support to their volunteers (Pipinato et al, 2014). St. Martin CSA use volunteers in its programme interventions. There are 56 members of staff who support the work of the 542 volunteers.

1.2 Research Problem

Organizations all over the world invest a lot of resources in their reward systems to attract and retain their key employees. Effective volunteers’ retention guarantees various benefits to an organization. Retention of key employees as stated by Lance, (2004) build an organization’s competitive advantage. The same applies to volunteers in FBOs. Besides, employee or in this case volunteer’s retention builds mastery of the work and this leads to increased organization productivity (Mathimaran, 2017). Retention saves an organization costs related to recruitment and training of new volunteers. However, retention cannot be effective without rewards both Intrinsic and extrinsic. Intrinsic rewards are non-financial benefits derived from doing the job itself. When the workforce experience intrinsic rewards this triggers engagement and consequently retention. Chasimpha & Masamba, (2013) in their study revealed that

intrinsic rewards demonstrate greater influence on retention. Similarly, Oyoo et al, (2016) found a strong relationship between intrinsic rewards and employees' retention in FBOs. A study by Tymon, (2010) deduced that the higher the intrinsic rewards reported by the workforce, the lower the intentions to leave. From these studies quoted, there is a general indication that intrinsic rewards play a crucial role in workforce retention and the individual's desire to remain longer in an organization.

This research focuses on St. Martin CSA Nyahururu, a FBOs that works with volunteers. Volunteers are highly valued, and their role is well structured in the organization structure. Despite the many benefits of volunteers' retention, St. Martin CSA continues to suffer high volunteers' turnover. A good number of about 30% of the volunteers recruited quit within one year, while another 25% quit within the first three years. Despite this turnover, about 50% of volunteers have constantly volunteered for more than ten years. Despite the importance of having effective retention strategies, volunteers' turnover in St. Martin CSA is still a challenge. Line managers and field staff are not trained on the importance and the role played by intrinsic rewards on volunteers' retention. Even though there is a volunteer's policy in place, it does not align intrinsic rewards to volunteers' retention. Volunteers in St. Martin CSA are not paid nor given other tangible benefits (Pipinato et al, 2014). This means that a lot is done within the scope of intrinsic rewards to sustain the volunteers. Unfortunately, the existing intrinsic rewards are not well defined and are not deliberate retention strategies. Some of the organization's staff in the organization who works directly with the volunteers has limited knowledge of how intrinsic rewards influence volunteers' retention. Therefore, the reality in St. Martin CSA poses a gap in knowledge and practice. Intrinsic rewards are not deliberately linked with volunteers' decision to join, remain, or leave the organization.

Studies have been done on the effect of intrinsic rewards on workforce retention by some scholars. A study done by Tymon et al, (2010) titled the neglected role played by intrinsic rewards in talents management in India found that the higher the intrinsic rewards experienced by the workforce, the higher the satisfaction with the organization and the lower the likelihood of leaving. A study by Ayman & Rjoub, (2019) on total rewards and employee retention in middle East- Jordan found out that extrinsic, intrinsic and social rewards are great pillars in retaining staff in Jordan Islamic banks. The study also confirmed a positive association between total rewards and workforce retention. This was confirmed by a similar study conducted by Oyoo et al, (2016) on the influence of reward systems on employee retention in faith-based health organization– A Case of Mukumu Hospital in Kakamega. They concluded that there is a constructive relationship between workforce retention and intrinsic rewards variables. Also, a study by Chemtai & Wanja, (2019) on the influence of leadership style and organization culture on retention of volunteers in NGOs a case of Red Cross Society, found out that leadership styles influence retention of volunteers at a rate of 65%. It is worth noting that much of these studies concentrate on total rewards and employees retention in business organizations. Little attention has been paid on how intrinsic rewards influence volunteers’ retention as stated by Meyer, (2005). No research has linked the influence of intrinsic rewards to volunteers’ retention in FBOs like St. Martin CSA. Most of the studies on intrinsic rewards have focused on employees rather than volunteers retention. Volunteers’ retention in FBOs is the scope of this research and therefore the research gap that this research aims at filling. This research seeks to answer the question of whether intrinsic rewards influence volunteers’ retention at St. Martin CSA, Nyahururu, Laikipia County?

1.3 Research Objective

The objective of this research was to establish the influence of intrinsic rewards on volunteers' retention at St. Martin CSA, Nyahururu.

1.4 Value of the Study

This study is of value to many FBOs in Laikipia County and to a larger extent all Non-Governmental and volunteers organizations in and outside Kenya, who rely on volunteers to achieve their mandate. The study findings are adding to their awareness of how intrinsic rewards influences volunteers retention. Besides, FBOs management can make use of these research findings and recommendations to lay down sound retention strategies to triumph over volunteers' retention challenges.

This study is of value to the policymakers in FBOs because it challenges the existing volunteers' retention strategies and policies including rewards systems (Intrinsic and extrinsic rewards) and their effectiveness in enhancing volunteers' retention. To the policymakers in St. Martin CSA, the findings are of importance in reviewing their policy on volunteerism to factor in the rewards system, especially intrinsic rewards.

This study is also adding to the literature, theories and practice in human resource management functions around intrinsic rewards and volunteers' retention in FBOs in Kenya. To the academic community, this study is of value as it is identifying gaps that have not been addressed in past studies that focused on intrinsic rewards and how they influence volunteers' retention in faith-based and volunteers' organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter looks at relevant literature from various scholars and researchers on the influence of intrinsic reward on volunteers' retention. The chapter also looks at two fundamental theories by which this study was based on. It shows the linkage between intrinsic rewards and volunteers retention. It concludes with an empirical review.

2.2 Theoretical Review

This study was based on two theories significant to the topic under study. These theories are the Social Exchange Theory and Maslow's Motivation Theory. The two were adopted to explain the concept of volunteerism, volunteers' retention and how intrinsic rewards influence volunteers' retention.

2.2.1 Maslow's Motivation Theory

This theory was pioneered by Maslow Abraham in 1943. According to him, there are five groups of ambitions referred to as basic needs. They are described as physiological, safety, love, esteem, and self-actualization. Maslow, (1943) argued that people are motivated by the desire to realize these needs. The needs are interconnected and hierarchical in order. Maslow stated that when a need is fairly satisfied, the next higher need emerges and dominates the employee and serves as motivation. This explains why some workforce quit even when their needs are met through the reward system like extrinsic rewards. One can therefore argue that volunteers feel motivated to volunteer to achieve two main levels of need as stated by this theory i.e. self-esteem and self-actualization needs. These two needs best explain why volunteers join, what motivates them to stay longer and the reasons they quit.

According to this theory, self-esteem needs entail the desire for reputation, recognition, attention, and a sense of importance or appreciation. These aspects of self-esteem constitute intrinsic rewards (Oyoo et al, 2016). Volunteers desire recognition; they want to feel important and therefore engage in voluntary work that builds their self-esteem. They also want to feel valuable to the community and feel appreciated (Rivera, 2006). When the need for self-esteem is satisfied, it leads to volunteers' satisfaction and intrinsic motivation hence volunteers' retention (Miller et al, 2001). On the other hand, Maslow, (1954) argued that self-actualization ambition or need top the hierarchy. Self-actualization refers to the longing for self-fulfilment that is the desire to become all that one has the potential of becoming. Self-actualization comes after one is satisfied with the other lower needs i.e. physiological, safety, love and esteem needs. According to this theory, fulfilment is very important and plays a vital role in motivation. When a volunteer feel gratified by intrinsic rewards derived from achieving self-esteem and self-actualization needs, they become intrinsically motivated and satisfied with their job. When this happens, volunteers feel they are in the right organization, at the right time hence retention. Maslow, (1943) argued that people are attracted by what currently motivates them and not what has motivated them in the past, or might or will motivate them. In this regard volunteers' engagement and retention largely depend on current job design, management practices and the working environment and how these aspects help them realize Maslow's last two needs and consequently realize intrinsic rewards from their job. Rivera, (2006) reviewed this theory and stated that another need goes beyond self-actualization. She called this need - self-transcendence i.e. going beyond the self. Rivera cited the need to help other people, the need to communion with others and going beyond the self. This best explains why some volunteers who are "well to do"

in the society offer to volunteer themselves despite their status. They are not only driven by any of these lower needs but something bigger, the joy of service as stated by Pipinato et al, (2014).

Maslow advises organizations management to motivate their workforce by coming up with ways of satisfying the emerging needs. Besides, Reiss, (2000) argued that it is good to understand what motivates volunteers and how motivation influences their actions to quit or to stay. She argued that management must have a direct responsibility to ensure a sound work climate where volunteers maximally utilize their capabilities. Therefore, from this theory, one can argue that failure to foster such a work environment would heighten volunteers' frustration resulting in volunteers leaving the organization. The desire to meet these needs can motivate a volunteer to obtain intrinsic rewards. Intrinsic rewards occur when Maslow's needs are realized e.g. sense of pleasure, feeling of accomplishment, satisfaction, happiness and goodness. This theory, therefore, explains the role played by intrinsic rewards in volunteers' motivation and consequently retention.

2.2.2 Social Exchange Theory

This theory is credited to Homans George. He came up with this theory in 1958. Homans, (1974) stated that social exchange is the exchange of tasks, tangible or intangible, among e.g. employer and employee. On the other hand, Blau, (1964) refers to social exchange as the voluntary deeds of people driven by the gains they desire to get from others. These gains can be defined as rewards they expect to receive from the organization as they continue to invest in volunteerism.

This theory is built on propositions that, behaviour that is rewarded continues; behaviour that brings positive results is likely to be done again and that behaviour that

has been rewarded previously will be performed in the same situations. Therefore, the more valuable the outcome of an action is to volunteers, the more likely that action is to be done, and that individuals will counter emotionally to diverse reward situations (Rice, 2014). In this light therefore if a volunteer joins an organization, invest his time, money, energy and resources he or she expects rewards in return either extrinsic or intrinsic. According to this theory, volunteers continue to volunteer because they feel their expectations are being met and that there are benefits or rewards (Pipinato et al, 2014). Some volunteers continue to volunteer over and over again because they have been rewarded in the past. The more valuable the result of volunteering is to a volunteer, the more likely that she or he continues to volunteer. However, if a volunteer feels that volunteering is no longer valuable or meaningful he or she quits. This proposition explains why volunteers don't give up on volunteering even when an opportunity presents itself or when their terms of service end. Rather they renew their commitment as long as they get rewards out of it.

Homans, (1974) stated that individuals can be demotivated when they don't receive an equitable rate of return. When volunteers' work fails to bring out intrinsic rewards, then they are likely to quit the organization. Volunteers become dissatisfied when their expectations are not met and when they feel the value of their inputs is higher than what they receive in terms of rewards (Tunner, 2000). Utilitarianism view of this theory look forward i.e. individuals act because of the expected rewards that benefit them and they tend to favour that alternative action that maximizes benefit (Rice, 2014). Therefore, volunteers anticipate receiving back rewards from their volunteering as stated by Mason, (2016). Based on this reality volunteers then decide on where, when, and how to volunteer. When their expectations are met they stay and when they feel otherwise they quit.

2.3 Types of Intrinsic Rewards

Thomas, (2009) defined intrinsic rewards as job-related experiences that people derive from their jobs or tasks and work environment. When we speak of rewards people get for their job, we are usually pointing to the things provided by the organization, the supervisor, or teammates in recognition of the work done (Deeprise, 2006). This study focused on the four intrinsic rewards as described by Thomas, (2009) and expounded further by Jacobs et al, (2014). Thomas, (2009) categorized intrinsic rewards into four main groups i.e. choice, meaningfulness, competence and progress.

2.3.1 Sense of Meaningfulness

Meaningfulness is when volunteers feel that his or her job is valuable and has a purpose linked to the organization's mission, vision, goals or objectives. This occurs when they feel that they are contributing to the mission and vision of the organization. Thomas, (2009) argued that doing a meaningful job is rewarding and fulfilling to the workforce and sustains their enthusiasm. This means that a volunteer must feel useful and that their time, energy and financial investment are worthy and significant to the organization. Oyoo et al, (2016) described meaningfulness in the context of tasks that make a volunteer or an employee feel their status in the community. Borrowing from Thomas therefore, a sense of meaningfulness occurs when a volunteer receives sufficient and positive feedback from their supervisor or management regarding their efforts. Recognition, praise from superiors, and feeling of self-esteem act as a catalyst to this intrinsic reward. Jacobs et al, (2014) stated that meaningful task is enjoyable, fun, fulfilling and offers positive feedback. Ayman & Rjoub, (2019) stated that the highest feeling of a sense of meaningfulness occurs when people see the outcome of

their work and see how their efforts make a great difference to others and especially beneficiaries in FBOs.

2.3.2 Sense of Choice

According to Thomas, (2009) sense of choice is the freedom to decide owns tasks and way of doing them. One can therefore argue that sense of choice ensures that the volunteer is self-direct, is accountable for their jobs results. Oyoo et al, (2016) described this intrinsic reward as variety and feeling of independence or autonomy. Sense of choice is also brought forth by interesting work, creativity, opportunities to choose tasks that use one's skills and abilities. The peak of this intrinsic reward occurs when one indulges on tasks that offer an encounter that is thrilling, pleasing, and gives volunteers a variety to choose from. Employers should give positive feedback, recognition, and praise to the workforce including volunteers when they make the right choice and accomplish the task (Jacobs et al, 2014).

2.3.3 Sense of Competence

Sense of competence occurs when the workforce feels adequate in handling their work and carrying it within or beyond their expectations, targets and standards. The job becomes more intrinsically rewarding when they feel capable, when their expertise, skills and experience is sought after by the organization (Thomas, 2009). Oyoo et al, (2016) described this intrinsic reward as responsibility, chance to make use of one's expertise and capabilities, and where supervisors or managers regularly offer feedback and support. Jacobs et al, (2014) argued that jobs or tasks that offer a challenging experience, have variety and offer positive feedback are intrinsically rewarding.

2.3.4 Sense of Progress

This entails the feeling that volunteers or employees work is progressing on as expected or desired. This sense of progress comes in if the goal is meaningful. The progress brings forth a positive feeling thus generating intrinsic motivation to the workforce (Jacobs et al, 2014). Sense of progress occurs when the workforce feels that they are growing with organization, advancing career-wise, and improving their skills. Constant and sufficient feedback from the supervisor regarding one's efforts is important to determine ones progress. This intrinsic reward occurs when the job offer the opportunity for career growth and environment that offers positive feedback (Jacobs et al, 2014). Sense of progress also occurs when volunteers, for example, see improvement in the lives of the beneficiaries they are working with (Pipinato, 2013).

In conclusion, Deeprouse, (2006) suggested that employers should create a work environment where work is fun and enjoyable, where employees understand and know that the job they do is meaningful and worthwhile, where problems are seen as challenges and not restrains and where workforce feel acceptable to try new ideas. In additions, the employer could also ensure that the employees or volunteers know when they've done a good job by way of appreciation. In this type of environment, she concluded that workers will experience intrinsic motivation. Jacobs et al, (2014) stated that intrinsic rewards reinforce behaviour and therefore concluded that any intangible reward that inspires within the job context should be regarded to as intrinsic reward.

2.4 Factors Influencing Volunteers' Retention

According to Wilson, (2000) volunteerism is any activity that is provided freely by an individual to benefit another individual, a group, or a cause. They are essential to the

success of FBOs where they substantially cut down the cost of labour (Mohan, 2016). Retention is a well-coordinated effort whereby organizations promote a work environment that encourages existing employees or volunteers to remain in the organization by having strategies in place to meet their needs or expectations. According to Lorna, (2018), effective volunteers' retention is an organized effort by the organization to build, promote and sustain an environment that encourages volunteers to remain. However, Armstrong, (2006) argued that organizations should expect some staff to leave the organization. He identified poor performers and staff who do not fit into the organization as those who should be expected to leave. From this perspective, one can argue that FBOs management should also expect a certain level of volunteers' turnover.

Effective volunteers' retention is important to all organizations working with volunteers all over the world no matter the size or the area of intervention. Retention saves an organization financial burden of recruitment and training new volunteers (Mathimaran & Kumar, 2017). Every organization according to Armstrong, (2006) must have a well-defined retention strategy. Retention tactics should be aligned to careful consideration of aspects that influence retention. Armstrong, (2006) listed precise factors that influence retention as; organization reputation, recruitment and placement, management practices, capacity development opportunities, recognition for good performance and intrinsic and extrinsic rewards.

To keep volunteers, organizations need to use both intrinsic and extrinsic rewards as stated by Oyoo et al, (2016). Armstrong, (2006) on the other hand put it that a major way of ensuring workforce stays is to simply to make ensure that they feel appreciated through intrinsic and extrinsic rewards. Rivera, (2006) rated esteem as a key retention factor. She argued that people seek esteem through recognition or achievement.

Borrowing from Rivera therefore, volunteers' recognition is one of the key intrinsic rewards that influence the retention of volunteers. Intrinsic motivation is listed among the common and, seemingly, the most fundamental factor in volunteers' retention (Mason, 2016). If volunteer's motivation needs are not met, they become dissatisfied with their experience and leave the organization. High job satisfaction leads to volunteers who are more engaged and consequently stay longer in the organization. The opposite is also true that when a volunteer feels dissatisfied especially when his or her needs are not met such a volunteer quit.

According to Cuskelly, (2006) management practices are another key factor that influences volunteers' retention. According to him, these practices include planning, recruitment, interviews, induction, training, support, performance management, and recognition. Belina, (2018) argued that lack of proper communication, meetings and enough activities, demotivates volunteers and lead to unannounced resigning. Creating a good employer branding is also a great way of attracting and retaining super talents as stated by Lance, (2004). According to a study carried out by Chemtai & Wanja, (2019) they found out that organizational culture and leadership styles affect retention of volunteers in NGOs. According to Raymond, (2011) lack of consistent leadership contributes to high workforce turnover at times up to 300 per cent annually. Training and development is another factor that influences the retention of volunteers. Armstrong, (2006) said spending more in capacity development is a sure way to draw and retain human resources and getting good gain out of it. Volunteers anticipate to receive empowerment in the form of training and to gain new skills in exchange for a time offered to an organization.

Other factors were summarized by Belina, (2018) as follows; physical and intellectual exhaustion, unrewarding engagements, lack of structured assessment and feedback,

lack of structured and well-prepared management and leadership in the organization. According to Allen & Mueller, (2013) burnout is another reason why volunteers quit. Their study cited burnout as an indicator of volunteers' turnover. It worth noting that (Belina, 2018; Allen & Mueller, 2013) discussed negative factors that impact on volunteers retention. The factors come as a result of the ill implementation of key factors of volunteers' retention.

2.5 Intrinsic Reward and Volunteers' Retention: An Empirical Review

Mason, (2016) carried a study investigating volunteers retention at a small municipal public garden in USA Colorado. He found that people are motivated to volunteer because they want to feel useful, enjoy learning, socializing and wants to belong to a community. He also found that volunteers are motivated to keep on volunteering because of intrinsic rewards i.e. they continue to learn, develop new friendships, feel sense of accomplishment and enjoy working with plants and people.

Mathimaran & Kumar, (2017) conducted an empirical study on employee retention strategies. They found out that some variables are more impactful in influencing the staff decision to quit or stay in an organization. They listed these variables as human resources development, appreciation or giving credit, reward systems, competitive salary package, and job security. They also found out that blending both intrinsic and extrinsic motivation variables enhances workforce retention and reduces turnover. Though the study outlines very well the retention dynamics and rewards that influence employees' retention, they focused on employees and not volunteers.

Ayman & Rjoub, (2019) conducted a study on total rewards systems and human capital retention in a Middle East context. They reached out to 500 employees engaged by Islamic Banks across Jordan. They concluded that social rewards,

extrinsic and intrinsic rewards are key factors in achieving workforce retention. This study, however, indicated that social rewards were highly regarded as the most important among the three. The study cited good management practices which constituted intrinsic rewards e.g. supervisors treating their staff with respect, recognizing their efforts and achievements and giving them space to express their opinions and observations. The study recommended that retention strategies be geared towards attracting and retaining a highly qualified workforce.

A study conducted by Jacobs, Renards & Snelgar in South Africa in 2014, titled *Intrinsic rewards and work engagement in the South African Retail Industry* found out that intrinsic rewards lead to employees engagement. The study cited intrinsic variables such as meaningfulness, choice, competence and progress as the most impactful rewards as also cited by Thomas, (2009). Although they looked at intrinsic rewards, they did not look at retention but rather concentrated on engagement.

Chemtai & Wanja, (2019) carried out a study on the influence of leadership style and organization culture on retention of volunteers at NGOs. They focused on Red Cross Society as their case study. They found out that leadership styles influence retention of volunteers at a rate of 65%. Organization culture that emphasizes team orientation ensures volunteers retention at a rate of 42%. It's essential to note that leadership and culture act as a foundation for a high level of engagement and intrinsic rewards as cited by Thomas, (2009). Even though Chemtai and Wanja studied volunteers' retention at volunteers' organizations like the Red Cross Society, there is a huge difference between NGOs and FBOs. FBOs are very distinctive as they are founded on strong religious beliefs and therefore the two variables studied by Chemtai and Wanja leaves a gap. They did not look at intrinsic rewards and how they affect the

retention of volunteers in FBOs. Despite this gap, this study was relevant because it focused on volunteers retention in Not for Profit organization, Red Cross Society.

A study conducted by Oyoo, Kadaga, & Musiega in 2016 at Mukumu Hospital in Kakamega titled "Influence of reward systems on employee retention in faith-based health organizations in Kenya", found that reward systems that affect employee retention include both intrinsic and extrinsic rewards. They found out a strong connection between intrinsic rewards and workforce retention. The study revealed that the employees were not happy with the intrinsic rewards in the Mukumu hospital. The study recommended that systems reward in FBOs should be easily understood. They also proposed human resources managers to consider developing policies on rewards and ensure that rewards in place are valuable to the employees. Even though this study focused on intrinsic rewards it skewed towards employees and not volunteers.

The role played by intrinsic rewards in volunteers' retention cannot be ignored. Thomas, (2009) stated that intrinsic rewards have some benefits to the employee and the organization or employer. He stated that employees with high intrinsic rewards levels exhibit high concentration and are rated as more effective by their managers. From this study, therefore, one can conclude that intrinsic rewards also predict retention of volunteers besides employees. He concluded that despite the role played by intrinsic rewards, employers continue regarding Extrinsic rewards as one of the principal key factors in motivating workers for retention. Tymon et al, (2010) agreed with Thomas in their study titled "The neglected role of intrinsic rewards."

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methods employed to collect, organize and analyze the data from the field. It highlights research design, data, collection and analysis.

3.2 Research Design

According to Orotho, (2003) research design is a technique, an outline or a plan that is employed to formulate answers to research problems. This study adopted a cross-sectional descriptive research design. This design was adopted because it allows the researcher to collect data from many different individuals at a single point in time. This design fitted well in this study as it allows studying variables without manipulating them. This design is study is cheap, easy to conduct and take less time.

3.3 Target Population

A population of the study is a closely defined group of people or variables being investigated or researched on (Ngechu, 2004). This study targeted all the volunteers under the umbrella of St. Martin CSA. Currently, the organization has 542 volunteers.

3.4 Sample Size and Sampling Procedure

This study employed a simple random sampling technique to sample 120 volunteers out of 542 which is 22% of the total population. All the names of 542 volunteers were listed down. The total number was divided by 120 to get a range of 5 (rounded off) which gave an interval of selecting the respondents from the list. This technique gives every volunteer an equal opportunity of being chosen. According to Kothari, (2004) a good sample representative should be at least 10%. Therefore, a sample size of 22% was safe enough to increase the level of confidence with acceptable margin error.

3.5 Data Collection

To gather primary data from the respondents, the researcher made use of a questionnaire. It was structured into six sections i.e. Introduction, background information, volunteerism, perception about intrinsic rewards, retention and turnover. The questionnaire comprised of 5 scales Likert questions. The questionnaires were delivered to the volunteers and picked on the same day. Questionnaires were preferred in this research because they are effective instruments of data collections and fits perfectly well for this kind of research design. Administration of the questionnaires was done by the researcher.

3.6 Data Analysis

Quantitative data collected was analyzed through the use of descriptive statistics. The study used Statistical Package for Social Sciences (SPSS) and Ms Excel to present and analyze the data using percentages, means, frequencies and ranking. The results were presented using tables and figures. The results of this activity were interpreted to draw conclusions and make recommendations regarding the topic under study. Linear Regression Analysis was used to ascertain how intrinsic rewards influence volunteers' retention. The following model was adopted.

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y1 = Volunteers' Retention

β_0 = Intercept

B = Beta Coefficient

E = Error Term

Intrinsic Rewards

X1 = Sense of Meaningfulness

X2 = Sense of Choice

X3 = Sense of Competence

X4 = Sense of Progress

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSIONS

4.1 Introduction

This chapter highlights data analysis, results and discussion based on the data collected from the respondents using a questionnaire. The findings are presented using tables, Pie charts, and bar graphs. Descriptive and inferential statistical has been employed in this study.

4.2 Response Rate

The study sampled 120 volunteers at St. Martin CSA Nyahururu. All the sampled volunteers received questionnaires to fill in. 118 questionnaires were responded to and returned on time constituting to 98.33% response rate. This response rate was good enough as it was above 70%. Mugenda & Mugenda, (2003) rated a response rate of above 70% as excellent. Therefore this response rate was good enough for data analysis and reporting on the topic under study.

4.3 Respondents' Background Information

This study focused on 120 volunteers serving at St. Martin CSA Nyahururu. Important background information sought after for this study were; age, gender, marital status and level of education. This section was meant to understand basic information about the respondents. The question on the level of education was intended to assess the suitability of the respondents to clearly understand and respond to the questions amicably.

4.3.1 Age of the Respondents

The study sought to establish the age of the respondents. Findings were presented in Table 4.1.

Table 4.1: Age of the Respondents

Age Category	Frequency	Percent	Cumulative Percent
18–29 years	9	7.6	7.6
30–39 years	24	20.3	27.9
40–49 years	23	19.5	47.4
50–59 years	33	28.0	75.4
60 years & Above	29	24.6	100.0
Total	118	100.0	

Source: Author, 2020

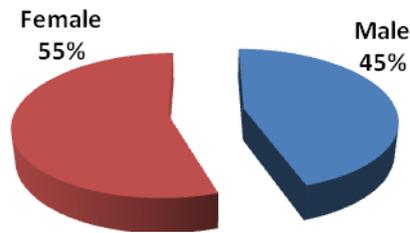
Table 4.1 show that 28% of the respondents were aged 50 to 59 years, 24.6% were aged 60 years and above, 20.3% were aged 30 to 39 years, 19.5% were aged 40 to 49 years and 7.6% were aged 18 to 29 years. These research findings indicate that volunteers at St. Martin CSA, Nyahururu are of varied ages, majority 28.0% being 50 to 59 years and minority (7.6%) being 18 to 29 years.

Borrowing from these findings, therefore, one can imply that most of the volunteers at St. Martin CSA are aged 40 years and above with a cumulative percentage of 72.1%. Very few volunteers are aged 18 to 29 years.

4.3.2 Gender of the Respondents

The study sought to know the gender of respondents to determine volunteers' gender diversity at St. Martin CSA. Respondents were asked to indicate their gender and the findings were presented in Figure 4.1.

Figure 4.1: Gender of the Respondents



Source: Author, 2020

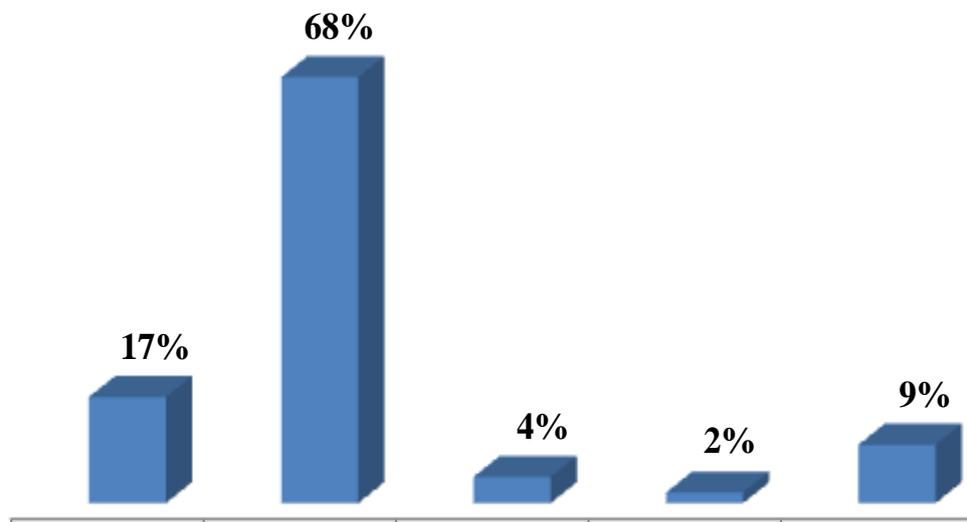
Figure 4.1 shows that 55.1% of volunteers at St. Martin CSA are female compared to 44.9% male.

This result indicates that the study was free from gender biases. The finding also indicates that St. Martin CSA is not gender-biased when recruiting the volunteers as both genders are well represented. This finding is supported by Pipinato, (2013) he stated that the majority of volunteers at St. Martin CSA are women.

4.3.3 Marital Status of the Respondents

Marital status of the respondents was analyzed and the results presented in Figure 4.2.

Figure 4.2: Respondents' Marital Status



Source: Author, 2020

The findings in Figure 4.3 point out that most of the respondents are married (68%), followed by 17% single, 9% widowed, 4% divorced and the lowest 2% separated. This finding related to findings in Table 4.1 where the majorities (96.4%) of the respondents are aged between 30 years and above.

This finding, therefore, deduces that a good number of volunteers at St. Martin CSA are either married or single. Majority of the single volunteers are young people looking for an opportunity to volunteer to gain experience for their career growth and development.

4.3.4 Respondents Level of Education

Respondents' level of education was analyzed and the results presented in Table 4.2.

Table 4.2: Respondents' Level of Education

Level	Frequency	Percent	Cumulative Percent
Not Educated	1	0.8	0.8
Primary	30	25.4	26.2
Secondary	23	19.5	45.7
College/TVET	32	27.1	72.8
University	25	21.2	94
Masters/PHD	7	5.9	100
Total	118	100.0	

Source: Author, 2020

Table 4.2 shows the respondents' level of education. Majority 27.1% had attained diplomas and certificates from colleges and TVET, followed by 25.4% with primary school education, 21.2% with bachelor's degree, and 19.5% with secondary school education. The lowest levels were 7% with post-graduate education and 0.08% not educated. From the findings, 73.8% of the respondents were able to respond to questions amicably because they had at least attained secondary school education and

above up to post-graduate education at most. 26.2% with primary school education and below were assisted to understand the questions using their mother tongue and Swahili.

These findings suggest that the majority of the volunteers at St. Martin CSA has at least attained secondary school education with very few having attained postgraduate education.

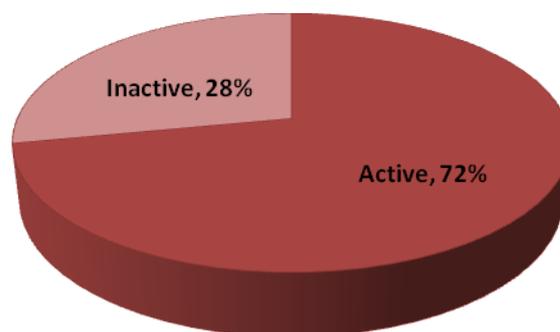
4.4 Volunteerism Status

The study sought information from the respondents regarding their volunteerism status at St. Martin CSA. The results are discussed herein.

4.4.1 Volunteers Current Status

The study sought to know where the respondents' volunteerism status whether they are active or inactive. The results are shown in figure 4.3

Figure 4.3: Volunteers Current Status



Source: Author, 2020

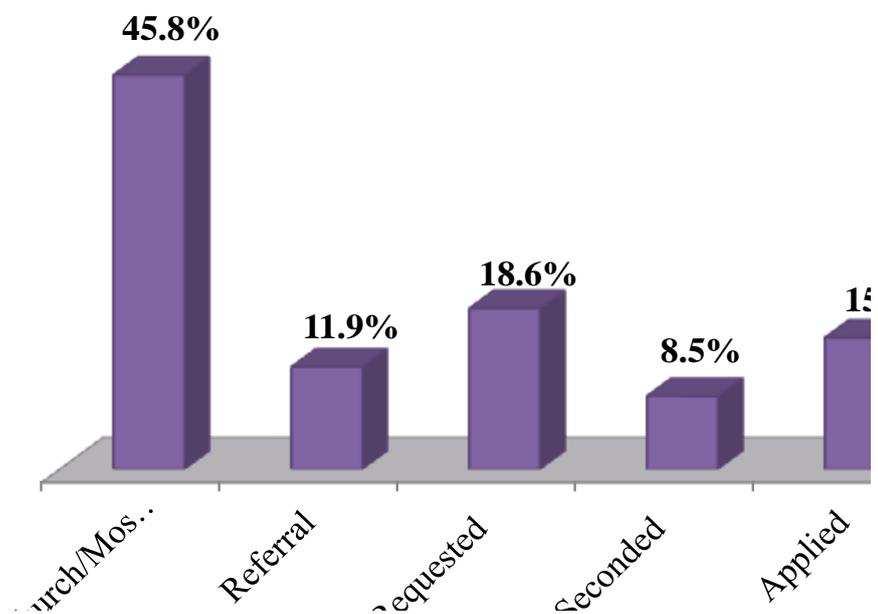
Figure 4.3 shows the current status of volunteerism among the sampled volunteers. The findings indicate that 72% of the volunteers in St. Martin CSA are actively volunteering and 28% not active or perhaps had already left volunteering with the organization.

The findings imply that the majority of the volunteers at St. Martin CSA database are active meaning they are currently offering their service in the implementation of the organizations' activities. It's worth to note that a good number of volunteers exist in their database as active volunteers yet, in reality, they have already quit.

4.4.2 Methods of Recruitment

The study sought to know the methods used by St. Martin CSA to recruit their volunteers. Findings were presented in Figure 4.4.

Figure 4.4: Methods of Recruiting Volunteers



Source: Author, 2020

Figure 4.3 shows the methods used by St. Martin CSA to recruit volunteers. Findings indicate that 45.8% of the respondents were recruited through churches or mosques. 18.6% were requested by St. Martin CSA to supplement lacking profession or skills. 15.3% applied or approached St. Martin to volunteer. Others include 11.9% who joined St. Martin CSA volunteerism through referral and the lowest 8.5% who were seconded by their community leaders.

The findings indicate that St. Martin CSA has diversified methods of recruiting their volunteers the dominant one being through places of worship. Other channels of recruiting volunteers at St. Martin CSA include; direct request from the organization, people directly applying to be considered, referral by family members, friends or other volunteers, and secondment from the community and other leaders.

4.4.3 Length of Service in the Organization

Respondents length of service was sought to indicate the number of years served. The results are shown in Table 4.3.

Table 4.3: Respondents’ Length of Service

Category	Frequency	Percent	Cumulative Percent
Under 5 years	33	28.0	28.0
5 – 10 years	38	32.2	60.2
10 – 15 years	22	18.6	78.8
15 – 20 years	21	17.8%	96.6
Above 20 years	4	3.4%	100
Total	118	100.0	

Source: Author, 2020

Table 4.3 shows the respondents’ duration of service at St. Martin CSA. Results shows that 32.2% of the total respondents have remained in the organization for a period between 5 to 15 years, followed by 28%, under 5 years, 17.8%, 15 to 20 years, 18.6%, 10 to 15 years and 3.4% of St. Martin CSA volunteers have remained with the organization since it started in 1997.

Work experience data was important to determine how well the volunteers sampled were conversant with intrinsic rewards in the course of their voluntary work at St. Martin CSA. Cumulatively, findings show that 72% of the total respondents have been volunteering for more than 5 years and therefore had enough experience of

intrinsic rewards at St. Martin CSA.

4.5 Volunteers' Perception on Intrinsic Rewards

Using the 5-point Likert scale where 5=strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree and 1=strongly disagree; respondents rated the extent to which they agreed or disagreed with pre-stated statements regarding volunteers perception about intrinsic rewards. The results are shown in Table 4.4

Table 4.4: Perception on Intrinsic Reward - Sense of Meaningfulness

STATEMENTS			
Sense of Meaningfulness	N	Mean	Std. Dev.
I wanted to contribute to the mission of St. Martin CSA.	118	4.5000	.73671
I joined the organizations to be able to give back to the community through their platform.	118	4.3814	.85654
I joined the organization to get a platform to exercise my Christian duty.	118	4.1356	1.03705
I joined the organization to meet my psychological needs (esteem, praise, and recognition).	118	2.4492	1.49984
Average	118	3.8666	1.03254

Source: Author, 2020

The study sought to find out the respondents' perception regarding intrinsic rewards and to establish whether they play any role in attracting volunteers' to join St. Martins CSA. Table 4.4 shows that respondents perceive intrinsic rewards (Sense of Meaningfulness) as an important attraction aspect at St. Martin CSA. Specifically, they agreed that the clear mission of the organization attracted them to volunteer (M=4.5000, SD=0.73671). They also agreed that people seek for a platform to give back to the community (M=4.3814, SD=0.85654) and to exercise their Christian duty (M=4.1356, SD=1.03705). However, they disagreed that volunteers are attracted by the need for esteem, praise and recognition (M=2.4492, SD=1.49984).

This analysis, therefore, implies that volunteers of St. Martin CSA are attracted to the mission and see volunteership as a way of giving back to the community and exercise

Christian duty. It is worth noting that the volunteers did not join St. Martin CSA to get praise or recognition from the organization, fellow volunteers or the community.

Table 4.5: Perception on Intrinsic Rewards - Sense of Choice

STATEMENTS			
Sense of Choice	N	Mean	Std. Dev.
I Was attracted by varieties of opportunities to volunteer in the organization.	118	3.5085	1.43071
I was attracted by the work design in St. Martin where I can choose when and how to volunteer.	118	3.7458	1.24850
Average	118	3.6272	1.33961

Source: Author, 2020

Table 4.5 presents the findings on how the respondents perceive intrinsic rewards -a sense of choice and the attraction to volunteer. Respondents neither agreed nor disagreed that volunteers are attracted by varieties of opportunities to volunteer (M=3.5085, SD =1.43071) and by the work design where they choose on when and how to volunteer (M=3.7458, SD =1.24850).

These findings imply that sense of choice i.e. the varieties and the work design is not a definite factor for volunteers' attraction at St. Martin CSA. The desire to volunteer comes in before the volunteers know the varieties offered by the organization or the work design itself hence perhaps the reason they never agreed or disagreed.

Table 4.6: Respondents' Perception of Intrinsic Rewards - Sense of Competence

STATEMENTS			
Sense of Competence	N	Mean	Std. Dev.
Was attracted by the good image and reputation of St. Martin CSA.	118	4.1949	1.11905
Was looking for an opportunity to use my skills, experience and expertise.	118	3.9492	1.14614
I was attracted by varieties of technical training and spiritual formation opportunities in the organization.	118	3.8898	1.18958
Average	118	4.0113	1.1159

Source: Author, 2020

Table 4.6 show that respondents agreed that the sense of competence attracts volunteers to an organization (average $M=4.0113$, $SD=1.1159$). Respondents agreed that image and reputation of St. Martin CSA, ($M=4.1949$, $SD=1.11905$), opportunity to use their skills, experience and expertise, ($M=3.9492$, $SD=1.14614$), and also technical and spiritual formation ($M=3.8898$, $SD=1.18958$) attracted them to volunteer at St. Martin CSA.

From the findings, one can deduce that image and reputation, use skills, experience, and technical and spiritual formation attract volunteers at St. Martin CSA.

Table 4.7: Respondents' Perception of Intrinsic Rewards - Sense of Progress

STATEMENTS			
Sense of Progress	N	Mean	Std. Dev.
An opportunity to gain experience for my career growth and development.	118	3.3898	1.35895
To look for an opportunity to better the lives of vulnerable people through St. Martin CSA platform.	118	4.6102	.70449
Average	118	4.0000	1.03172

Source: Author, 2020

From Table 4.7, respondents agreed that intrinsic reward sense of progress attracts people to volunteer (average $M=4.0000$, $SD=1.03172$). Findings show that majority agreed that they were looking for an opportunity to better the lives of the vulnerable through opportunities offered by St. Martin CSA ($M=4.6102$, $SD=0.70449$). Respondents were however neutral that they volunteered to get an opportunity to gain experience for their career growth and development ($M=3.3898$, $SD=1.35895$).

From these findings, one can argue out that volunteers at St. Martin CSA are attracted to volunteer to get an opportunity where they could better the lives of vulnerable people. However, it's not clear whether they volunteer to get an opportunity for their career growth and development or not.

4.6 Volunteers' Retention

Using the 5-point Likert scale where 5=strongly agree, 4=agree, 3=neither agreed nor disagree, 2=disagree and 1=strongly disagree; respondents rated the extent to which they agreed or disagreed with pre-stated statements regarding volunteers retention at St. Martin CSA.

4.6.1 Sense of Meaningfulness

Respondents rated the following statements regarding intrinsic reward- the sense of meaningfulness and volunteers' retention. The findings are shown in Table 4.8.

Table 4.8: Sense of Meaningfulness and Volunteers' Retention

STATEMENTS			
Sense of Meaningfulness	N	Mean	Std. Dev.
I feel part of St. Martin CSA mission and vision and therefore, this motivates me to remain in the organization.	118	4.5932	.64367
I do see the results of my voluntary work and therefore, this encourages me to stay in the organization.	118	4.4746	.82391
I enjoy working at St. Martin CSA, the work is fun and challenging, this gives me the drive to continue volunteering.	118	4.3559	.81151
I feel appreciated by the organization and the community this makes me feel valuable and therefore stay longer.	118	4.1610	1.04571
I want to continue being associated with St. Martin CSA good image and reputation, hence the motivation to stay.	118	4.1271	1.11360
Average	118	4.3424	0.88768

Source: Author, 2020

Table 4.8 show that respondents agreed that intrinsic rewards – the sense of meaningfulness greatly contribute to volunteers retention (Average M=4.3424, SD=0.88768). Specifically, respondents agreed that volunteers feel part of organization mission and vision and this motivates them to remain in the organization (M=4.5932, SD=0.64367); that they see the result of their voluntary work, and this encourages them to continue volunteering (M=4.4746, SD=0.82391); that they enjoy working with St. Martin CSA, that the work is fun and challenging and this drives

them to continue (M=4.3559, SD=0.81151); that they feel valued when appreciated by the organization and the community hence stay longer (M=4.1610, SD=1.04571); and that they remain because they want to be associated with St. Martin CSA good image and reputation (M=4.1271, SD=1.11360).

This analysis implies that volunteers at St. Martin CSA remain in the organization longer because they feel part of the organization’s mission and vision, they see the results of their voluntary work, the work is enjoyable and challenging, and they feel appreciated and remain because of good organization image and reputation.

4.6.2 Sense of Choice

Respondents rated the following statements regarding intrinsic reward- the sense of choice and volunteers retention. The findings are shown in Table 4.9.

Table 4.9: Sense of Choice and Volunteers’ Retention

STATEMENTS			
Sense of Choice	N	Mean	Std. Dev.
There are many activities to choose from, this option to choose where and how to volunteers make me stay longer.	118	3.7542	1.22605
I remain because I am given room to choose and decide how and when to perform my roles.	118	3.6441	1.21617
While working in the community I am given the freedom to make decisions on my own, this makes me stay	118	3.7034	1.20759
I continue volunteering in the organization because I feel trusted on how I self manage my work.	118	4.0424	1.06534
Average	118	3.7860	1.17879

Source: Author, 2020

Table 4.9 show that volunteers remain longer when they feel trusted on how to self manage their work (M=4.0424, SD=1.06534). They however neither agreed nor disagreed that; many activities to choose from (M=3.7542, SD=1.22605); freedom to decide on how and when to volunteer (M=3.7034, SD=1.20759); room to decide on

how to perform their roles (M=3.6441, SD=1.21617) contribute to volunteers retention at St. Martin CSA.

From this analysis, one can therefore deduce that volunteers retention at St. Martin CSA occurs when volunteers feel trusted on how they self manage their work. However, from the findings, it's not clear whether or not by having many activities to choose from, freedom to decide how and when to volunteer, and given room to decide on how to perform their roles indeed contribute to volunteers' retention at St. Martin.

4.6.3 Sense of Competence

Respondents rated the following statements regarding intrinsic reward - a sense of competence and volunteers' retention. The findings are shown in Table 4.10.

Table 4.10: Sense of Competence and Volunteers Retention

STATEMENTS			
Sense Competence	N	Mean	Std. Dev.
I continue volunteering because my skills and competencies are utilized.	118	4.2542	.87887
Work in the organization fits my abilities; this always challenges me to continue longer.	118	4.2881	.93463
My work is recognized by the staff and other volunteers; this makes me proud and wishes to continue longer.	118	4.0678	1.04373
I receive feedback about my performance hence the motivation to continue longer in the organization.	118	3.9746	1.08967
Average	118	4.1462	0.98673

Source: Author, 2020

Table 4.10 show that respondents agreed that sense of competence derived from voluntary work, make the volunteers stay longer in the organization (average M=4.1462, SD=0.98673). Findings show that respondents agreed that; when work assigned to volunteers fit their abilities this challenges them to continue (M=4.2881, SD=0.93463); they continue volunteering because their skills and competencies are utilized in St. Martin CSA (M=4.2542, SD=0.87887) and that the organization and the

community recognize volunteers' work (M=4.0678, SD=1.04373). Respondents' however could not agree or disagree on whether or not receiving feedback about their performance makes them stay (M=3.9746, SD=1.08967).

From these findings, therefore, one can deduce that volunteers at St. Martin CSA are motivated to stay longer because their abilities and the work assigned to them fit well and this challenges them to continue serving, in addition, their skills, and competencies are utilized thus contributing to improving or helping vulnerable people or the community and finally they stay longer because they feel their work is recognized and appreciated by the staff, the community and fellow volunteers. It is also important to note that volunteer at St. Martin are neutral on whether receiving feedback about their performance motivates them to continue serving at St. Martin CSA.

4.6.4 Sense of Progress

Respondents rated the following statements regarding intrinsic reward - a sense of progress and volunteers' retention. The findings are shown in Table 4.11.

Table 4.11: Sense of Progress and Volunteers' Retention

STATEMENTS			
Sense of Progress	N	Mean	Std. Dev.
Learning opportunities make me feel the organization cares about my capacity development and therefore I stay.	118	4.2458	.98655
I stay longer because of regular spiritual formation opportunities offered by the organization which meets my spiritual needs.	118	4.2712	.92136
I see the progress of my effort through the lives of beneficiaries, this motivates me to stay.	118	4.5763	.81026
In St. Martin, my success is celebrated in different occasions and this inspires me to continue volunteering.	118	3.7881	1.23932
Average	118	4.2204	0.989373

Source: Author, 2020

Table 4.11 shows the finding regarding intrinsic rewards - the sense of progress and volunteers' retention. Respondents agreed that; when volunteers see the progress in the lives of the beneficiaries, this motivates them to stay (M=4.5763, SD=0.81026); that volunteers stay longer because of regular spiritual formation opportunities offered by St. Martin CSA which meets their spiritual needs (M=4.2712, SD=0.92136), learning opportunities make volunteers feel the organization cares about their capacity development and therefore they stay longer (M=4.2458, SD=0.98655). On the other hand, respondents' neither agreed nor disagreed that St. Martin CSA celebrate their volunteers' success and this inspires them to continue volunteering (M=3.7881, SD=1.23932).

These findings imply that volunteers at St. Martin CSA stay longer because they see the progress in the lives of the beneficiaries, they receive regular spiritual formation sessions, and because of capacity building workshops and seminars organized to empower volunteers for their growth. However, from the findings, it's not clear whether or not celebrating volunteer's success contribute to retention.

4.7 Volunteers' Turnover

Using the 5-point Likert scale where 5=strongly agree, 4=agree, 3=neither agreed nor disagree, 2=disagree and 1=strongly disagree; respondents rated the extent to which they agreed or disagreed with pre-stated statements regarding why volunteers leave or quit St. Martin CSA. The findings are presented in Table 4.12.

Table 4.12: Sense of Meaningfulness and Volunteers' Turnover

STATEMENTS			
Sense of Meaningfulness	N	Mean	Std. Dev.
Volunteers are likely to leave the organization when their expectations are not met.	118	3.7119	1.21319
Volunteers quit when the work is not meaningful enough and they cannot see the result of their work.	118	3.2119	1.28670
Volunteers quit to protect their reputation against bad organization image and reputation.	118	2.4153	1.55430
Volunteers quit when they feel not valued, appreciated, or recognized by the organization or fellow volunteers.	118	2.8390	1.43801
Average	118	3.0445	1.37305

Source: Author, 2020

Table 4.12 shows that volunteers are likely to quit when their expectations are not met (M=3.7119, SD=1.21319). However, respondents didn't agree nor disagree that volunteers quit when the work is not meaningful enough and they cannot see the result of their work (M=3.2119, SD=1.28670). Findings show that respondents disagreed that volunteers quit when they feel not valued, appreciated, or recognized by the organization or fellow volunteers (M=2.8390, SD=1.43801) or to protect their reputation against bad organization image and reputation ((M=2.4153, SD=1.55430).

The analysis, therefore, implies that volunteers at St. Martin CSA are likely to quit when their expectations are not met. Volunteer, however, remained neutral whether to quit or not when the work is not meaningful enough and that they cannot see the result of their work. It is worth noting that the volunteers are not likely to quit volunteering at St. Martin CSA because of lack of appreciation, and recognition.

Table 4.13: Sense of Choice and Volunteers' Turnover

STATEMENTS			
Sense of Choice	N	Mean	Std. Dev.
When the roles and expectations are not clear, volunteers leave the organization to avoid confusion.	118	3.1186	1.30200
Lack of freedom in performing the work make the volunteers feel micromanaged and leave the organization.	118	2.5847	1.24259
Volunteers quit the organization if they feel mistrusted on how to self manage and make their own decisions in their work.	118	2.8136	1.31363
Average	118	2.8390	1.28607

Source: Author, 2020

Table 4.13 shows that respondents neither agreed nor disagreed that volunteers are likely to quit when their roles and expectations are not clear (M=3.1186, SD=1.30200). Respondents, however, disagreed that volunteers quit St. Martin CSA when they feel mistrusted on how they self manage and make their own decisions in their work (M=2.8136, SD=1.31363), and due to lack of freedom in performing their work (M=2.5847, SD=1.24259).

From these findings above one can deduce that volunteers of St. Martin CSA are neutral on whether or not to quit when their roles and expectations are not clear enough to avoid confusion. It is worth noting that the volunteers are not likely to quit when they feel mistrusted on how they self manage and make their own decisions about their work or when they feel micromanaged due to lack of freedom in performing their work.

Table 4.14: Sense of Competence and Volunteers' Turnover

STATEMENTS			
Sense of Competence	N	Mean	Std. Dev.
Lack of learning opportunities for capacity development and growth pushes me out of the organization.	118	2.4153	1.29645
When there is a mismatch between volunteers' skills, abilities and competence and the job itself they quit.	118	3.0000	1.19829
Volunteers quit because of insufficient work to keep them engaged.	118	2.2288	1.16510
Lack of coaching and mentoring from the staff drives volunteers away from the organization.	118	2.5678	1.32355
Average	118	2.5530	1.24585

Source: Author, 2020

On the sense of competence, findings from Table 4.14 show that volunteers are not likely to quit from St. Martin CSA due to lack of coaching and mentoring from the staff (M=2.5678, SD=1.32355), due to lack of learning opportunities for capacity development and growth pushes (M=2.4153, SD=1.29645 and due to insufficient work to keep volunteers engaged (M=2.2288, SD=1.16510). However, respondents didn't agree nor disagreed that volunteers quit due to a mismatch between volunteers' skills, abilities and competence and the job itself (M=3.0000, SD=1.19829).

The analysis, therefore, implies that volunteers at St. Martin CSA are not likely to quit due to lack of coaching and mentoring, learning opportunities or due to insufficient work to keep them engaged. Volunteer however would remain neutral on whether to quit or not due to a mismatch between their skills, abilities and competencies and the assigned job.

Table 4.15: Sense of Progress and Volunteers' Turnover

STATEMENTS			
Sense of Progress	N	Mean	Std. Dev.
Lack of visible progress out of job tasks demotivates volunteers hence leave the organization.	118	2.9237	1.36599
Volunteers leave the organization when they don't see change or result in the course of their work.	118	2.9068	1.32037
Lack of opportunities to share their progress makes volunteers feel dissatisfied and hence decision to leave the organization.	118	2.6610	1.29575
Average	118	2.8305	1.32737

Source: Author, 2020

On the intrinsic reward - the sense of progress, Table 4.15 indicate that respondents disagreed that volunteers would quit because of lack of visible progress out of job tasks assigned (M=2.9237, SD=1.36599); when they don't see change or result in the course of their work (M=2.9068, SD=1.32037); and due to lack of opportunities to share their progress.

From this analysis, therefore, one can deduce that lack of visible progress, lack of visible result in the course of volunteers work and lack of opportunities to share the progress of their performance does not influence volunteers' turnover at St. Martin.

4.8 Influence of Intrinsic Reward on Volunteers' Retention

To determine the influence of intrinsic rewards on volunteers' retention at St. Martin CSA Nyahururu a simple linear regression analysis was done. The structure of the regression model was presented as $Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$. Where: Y=volunteers' retention, β_0 =intercept, β =beta coefficient, ϵ =error term, X=Intrinsic Rewards (X_1 =Sense of meaningfulness, X_2 =Sense of choice, X_3 =Sense of competence and X_4 =Sense of progress).

4.8.1 Model Summary

The model summary was used to show the amount of variation in volunteers' retention at St. Martin CSA Nyahururu as a result of changes in intrinsic rewards. Significance was tested at 5% level of significance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.431	.50895

Predictors: (Constant), Sense of Progress, Sense of Meaningfulness, Sense of Choice, Sense of Competence

The model summary presented in Table 4.16 shows that the adjusted R² value is 0.431. This shows that 43.1% variation in volunteers' retention at St. Martin CSA can be attributed to intrinsic rewards. 56.9% can be attributed to other factors not discussed or covered in this research. R=0.671 indicating a positive relationship between intrinsic rewards and volunteers retention in St. Martin CSA, Nyahururu.

4.8.2 Analysis of Variance

The study applied ANOVA to determine whether the model was perfect for this kind of data or not. The model was tested at 5% level of significance as shown in Table 4.17

Table 4.17: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.984	4	5.996	23.148	.000 ^b
Residual	29.270	113	.259		
Total	53.254	117			

a. Dependent Variable: Volunteers Retention

b. Predictors: (Constant), Sense of Progress, Sense of Meaningfulness, Sense of Choice, Sense of Competence

Table 4.17 shows that the model was significant as the P-value was 0.000 less than the employed significant level of 0.05. The F-critical value (3.708) was less than F-calculated value (23.148) implying that intrinsic rewards have a significant influence on retention at St. Martin CSA, Nyahururu.

4.8.3 Beta Coefficients of the Study Variables

The Beta Coefficients of the study variables were calculated using SPSS and the results tabulated in Table 4.18.

Table 4.18: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.268	.348		3.644	.000
Sense of Meaningfulness	.377	.079	.365	4.795	.000
Sense of Choice	.110	.054	.182	2.041	.044
Sense of Competence	.212	.071	.288	3.007	.003
Sense of Progress	.024	.070	.029	.352	.725

Dependent Variable: Volunteers Retention

Coefficients fitted in the regression model were computed to come up with the equation $Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ to establish the relationship between independent and dependent variables in the study. The equation was computed as follows; $Y = 1.268 + 0.377X_1 + 0.110X_2 + 0.212X_3 + 0.070X_4 + 0.348\epsilon$.

The regression equation established that taking intrinsic rewards, volunteers' retention at St. Martin CSA will stand at 1.268. Findings in Table 4.18 show that increase in intrinsic rewards-sense of meaningfulness leads to 0.377 increases in volunteers' retention when all other variables are held constant. This variable was significant since P-value=0.000 was less than 0.05. Marginal increase in sense of choice results

to 0.110 increase in volunteers' retention at St. Martin CSA with a P-value of 0.044. This contribution is significant since the P-value was less than 0.05. Regression results further reviewed that marginal increase in sense of competence in the work of the volunteers leads to an increase in volunteers' retention in the organization by 0.212 holding all other variables constant. The P-value 0.003 was less than 0.05 and therefore the contribution of sense of competence was significant.

The results in Table 4.18 further indicate that the effect of sense of progress on volunteers' retention at St. Martin CSA was not significant P-value = 0.725 was more than 0.05. The test results indicated that variation in volunteers' retention could not be explained by variation in intrinsic reward – the sense of progress. The β was not significant $\beta= 0.024$. This fact, therefore, suggests that this model could not be used to explain the influence of intrinsic rewards - a sense of progress on volunteer's retention.

The regression analysis findings, therefore, imply that intrinsic rewards offered at St. Martin CSA, Nyahururu influences volunteers' retention. The relationship is positive and significant. Sense of meaningfulness has the highest impact on volunteers retention followed by a sense of competence and sense of choice respectively. However, it's important to note that the sense of progress has the least impact on volunteers' retention at St. Martin CSA, Nyahururu.

4.9 Discussion of the Research Findings

The study findings are discussed under the following subheadings.

4.9.1 Motivation to Volunteers' Attraction

Findings show that people are attracted to volunteer with the expectation to contribute to a meaningful course. This finding was similar to that of Thomas, (2009). He stated

that a meaningful purpose of an organization should be identified, explicitly stated and widely communicated. Before getting into an organization, people want to know its core business, mission, vision and core values. The clearer these aspects are in an organization, the greater the impact in attracting volunteers. Findings show that most volunteers at St. Martin CSA are not attracted by praises, appreciation or recognition they receive from the organization or the community. Respondents' background information shows that most of the volunteers are well educated, and advanced in age. This perhaps implies that appreciation and recognition is not apriority them. This could be because a good number of volunteers are newly retired professionals over 60 years looking to fill the void of no longer working full-time. This finding was similar to that of Mason, (2016). In his study he asked volunteers if public recognition influences their desire to volunteer, the interviewees all agreed it is not a factor. Most indicated, public recognition was nice, but that it does not impact their volunteering experience or desire to continue. The finding shows that most of the volunteers at St. Martin CSA are at the mid of their careers or have just retired (Table 4.1, 92.4%). Therefore, these categories of people are attracted by the work design defining voluntary work. People are attracted by a working design where they can have a choice to decide on how and when to volunteer.

Under the sense of competence, findings show that the reputation and the image of the organization attract volunteers. People want to be associated with an organization with good standing in the community. This finding is similar to that of Tymon et al, (2010); they found that a good organization image brings pride to the workforce bringing out the experience of intrinsic rewards. Study findings further show that volunteers look for opportunities where they could use their skills, experience and expertise to give back to the community and better the lives of the vulnerable. These

findings are similar to that of Payne, (2011) she found that volunteers are attracted to volunteer because they enjoy helping people, and want to improve their community. Technical and Spiritual formation scored high as an attraction aspect. This finding is similar to that of Mason, (2016). He found out that people are motivated to volunteer because they enjoy learning. Volunteers in FBOs anticipate receiving empowerment in the form of training, and spiritual formation in exchange for time, energy, and resources offered to an organization. Spiritual formation is as important as the formation of the “mind” (technical) as put by Pipinato, (2014).

The finding shows that sense of progress was the least impactful on volunteers' attraction. However, the progress seen in the lives of the beneficiaries of the work of FBOs motivates them most. This was also similar to Mason, (2016), he who found that volunteers keep their volunteerism spirit to feel a sense of accomplishment. Volunteers do not volunteer to see progress in their own lives rather they expect to see the progress in the course of people benefiting from their efforts. This explains why volunteers in FBOs continue volunteering for a long period of time even without extrinsic rewards (Pipinato, 2014). This means that they are attracted and maintained by something bigger than intrinsic rewards. This finding supports the concept of Rivera, (2006) regarded as self-transcendence where volunteers go beyond the self. Rivera argued that people want to improve the lives of vulnerable groups and the community when they reach this level of self-transcendence. The study findings indicate that volunteers do not get attracted much by the opportunities to gain experience for career growth and development. This finding is supported by other findings that the majority of volunteers at St. Martin CSA are aged over 40 years. This means they are already in the middle or at the last phase of their career or about to retire or have retired already.

4.9.2 Motivation to Remain

The study finding showed that volunteers at St. Martin CSA are motivated to remain when they feel their time, energy and resources are contributing to a meaningful course. They remain because they like the core business of the organization, its mission, vision, and core values. The feeling of meaningfulness comes in when they see the results of their voluntary work in the life of the beneficiaries. This finding is similar to that of Payne, (2011) who found that volunteers are internally motivated to help people. These, therefore, suggest that volunteers are seeking a sense of purpose to fulfill in voluntary work. Volunteers remain in the organization when they feel the work they are doing is fun, enjoyable and challenging. They are also motivated to remain longer when they enjoy and feel challenged by the work they do. A too easy job task demotivates them. Image and reputation of the organization were rated as a key reward that encourages volunteers to continue. Good organization image and reputation make the volunteers delight in the organization as was also found out by Tymon et al, (2010). This finding relates to what Pipinato et al, (2014) referred to as the joy of service. Findings further showed that most volunteers remain because of appreciation from the organization and the community. However, it's worth noting that this aspect was rated low in attraction and turnover. Appreciation makes them feel valuable hence the motivation to stay longer. Appreciation is one way of affirming to the volunteers that they are important and that they are still in a good course. This finding is similar to that of Mason, (2016). In his study, most volunteers indicated that recognition was nice.

Findings showed that volunteers are motivated to remain because of intrinsic rewards – the sense of choice. Specifically, volunteers are motivated to remain because of many activities to choose from and the work design which propagate where, how and

when to volunteer. They stay because of the freedom to make their own decisions about job tasks. This finding relates to Oyoo et al, (2016), they described intrinsic reward as variety and feeling of independence or autonomy. According to Thomas, (2009) sense of choice is the freedom to decide owns job tasks and way of doing them. One can therefore argue that sense of choice ensures that the volunteers are self-direct, and are accountable for their jobs results.

Study findings further indicated that volunteers remain when they feel their skills and competencies are utilized for a good course. They also look for a match between their abilities and the assigned work. Technical and spiritual formation scored high as an attraction and retention reward. This finding is similar to findings by Mason, (2016). He found out that people are motivated to volunteer because they enjoy learning, and that they keep volunteering because they continue to learn. This aspect of the training was also a key finding in Messmer, (2000) who found that one of the key factors in retention was investment in training, capacity and career development of the human capital. However, it was ranked lowest compared to other aspects.

Sense of progress was the most impactful in volunteer's retention. The progress they see in the lives of the vulnerable groups or the beneficiaries of work of the FBOs motivates them most. Volunteers keep their volunteerism spirit because they feel a sense of accomplishment. This indicates that most of the volunteers do not volunteer to see progress or improvement in their own lives but in the lives of people benefiting from their efforts. This explains why volunteers at St. Martin CSA continue volunteering for a long period of time even without extrinsic rewards. This means they are maintained by something bigger. This finding is supported by similar findings by Rivera, (2006) in her concept of self-transcendence where people go beyond the self. They volunteer to better the lives of the vulnerable groups of people

and the community. This sense of progress is felt when the goal is meaningful. The sense of progress brings forth a positive feeling thus generating intrinsic motivation to remain (Jacobs et al, 2014).

4.9.3 Reasons for Volunteers' Turnover

The findings showed that volunteers are likely to quit when the feeling of the sense of meaningfulness from the job itself starts diminishing. People volunteer in organizations that give them a platform to give back to the community and to exercise religious duty. This agrees with other findings in this study shows most volunteers are recruited through places of worship. Most volunteers do not quit because of lack of praises, lack of appreciation or recognition. This could be because a good number of volunteers are newly retired professionals looking to fill the void of no longer working full-time as stated by Mason, (2016). He found that recognition does not impact on the desire to continue. Respondents disagreed that sense of choice would influence their decision to quit. Therefore volunteers don't quit to avoid confusion or due to lack of freedom in performing their work, self manage and in making their own decisions. These findings suggest that other strong factors come into play in deciding whether or not to quit rather than the intrinsic rewards sense of choice.

Even though aspects of the sense of competence attracts people to volunteer findings showed that it's not the main reason for volunteers' turnover in totality. Most volunteers join the organization with a pack of skills, experience and capabilities and therefore even when these intrinsic rewards are not experienced, volunteers continue working. Technical and spiritual formation scored high as an attraction and retention rewards. However, respondents disagreed that lack of such formations alone would not make them quit the organization. Volunteers are motivated to volunteer because

they enjoy learning, wish to continue volunteering for more learning and formation. Therefore, volunteers are likely to quit when the organization fails to keep offering capacity-building activities and spiritual formations.

The finding showed that sense of progress was the least impactful in volunteer's turnover. Regarding the aspects of the sense of progress, respondents remained neutral. However, if they don't see any progress in the lives of the vulnerable this demotivates them most hence the decision to leave. Volunteerism spirit diminishes when they don't see or feel the experience of accomplishment. Lack of visible progress from the job tasks demotivates volunteers thus deciding to leave. They desire to see the change or result for their voluntary work and lack of visible results would lead to volunteers' turnover to some extent. However, the lack of opportunities to share progress was rated low as a cause of turnover. Perhaps it's because they see their work as a Christian duty where it should not be announced.

4.9.4 Influence of Intrinsic Rewards on Volunteers' Retention

The study objective was to establish the influence of intrinsic reward on volunteers' retention at St. Martin CSA, Nyahururu. The study narrowed to the four categories of intrinsic rewards expounded by Thomas, (2009) and how they influence on volunteers retention. Findings showed a positive significant relationship between intrinsic rewards and volunteers' retention at St. Martin CSA, Nyahururu. These findings are similar findings to the findings by Oyoo et al, (2016) and Ayman & Rjoub, (2019) who found a positive relationship between intrinsic rewards and retention of the workforce. From the findings, one can argue that 43.1% variation in volunteers' retention at St. Martin CSA can be attributed to intrinsic rewards. While 56.9% can be attributed to other factors not discussed or covered in this research. This finding was

similar to finding by Ayman & Rjoub, (2019). They found that beside intrinsic rewards social rewards and extrinsic rewards also influence workforce retention. The regression equation established that increase by a unit of intrinsic rewards, volunteers' retention at St. Martin CSA will stand at 1.268. From this finding, therefore, one can argue that intrinsic rewards experienced by the volunteers are critical components of volunteers' retention success in FBOs as also emphasized by Tymon et al, (2010) regarding employee retention and total rewards. Intrinsic rewards bring happiness and a sense of fulfilment to volunteers. Volunteers who are happy with their job and proud of their organization are likely to stay longer in an organization this was also echoed by Cole, (2000). Intrinsic rewards promote volunteers' retention through its impact on satisfaction with their organization. Therefore, volunteers need to experience intrinsic rewards from the job itself. This shows how satisfied volunteers are with their organizations as was noted by Tymon et al, (2010).

Study findings showed that the strongest relationship between intrinsic rewards and volunteers' retention at St. Martin CSA was the sense of meaningfulness with a beta coefficient of 0.377. Keeping volunteers largely depend on the effectiveness of intrinsic rewards- a sense of meaningfulness where there are no extrinsic rewards. Maslow's Motivation Theory suggests that the probability of volunteers to staying longer is high when the organization meets their psychological needs (self-actualization and esteem). These needs are met by the intrinsic rewards experienced from the job itself as stated by Badubi, (2017). The empirical finding from this study is similar to that of Rothmann and Rothmann's (2010). They found that the sense of meaningfulness brings happiness to volunteers when they contribute to a meaningful course. The stay longer when they see the value of their efforts in the people or community, have a sense of pride and are allowed to work to their optimum capacity.

Findings show that volunteers retention occur when volunteers experience intrinsic rewards in their jobs i.e. feel more engaged, supported, valued, recognized and when they feel that the staff are more helpful and warm towards them. They become satisfied when their expectations are met and when they feel the value of their inputs is higher than what they receive in terms of rewards (Tunner, 2000). Ayman & Rjoub, (2019) stated that the highest feeling of a sense of meaningfulness occurs when people see the outcome of their work and see how their efforts make a great difference to others and especially beneficiaries in FBOs.

Regression results further reviewed that marginal increase in the sense of competence in the work of the volunteers leads to an increase in volunteers' retention in the organization by 0.212 holding all other variables constant. Contribution of sense of competence was also significant. Volunteers feel motivated when their experience and expertise are fully utilized for a meaningful course. Again they appreciate opportunities offered to them to increase their job knowledge and expertise through training or capacity building activities. This finding is similar to that of Mason (2016), he found that volunteers continue volunteering because they enjoy learning. Reiss, (2000) argued that it is good to understand what motivates volunteers and what influence their actions to quit or stay. She argued that management must have a responsibility of ensuring sound work climate where volunteers maximally utilize their capabilities to harness a sense of competence in volunteerism.

Findings show that a marginal increase in intrinsic rewards - a sense of choice results to 0.110 increase in volunteers retention at St. Martin CSA. This finding is in line with Ayman & Rjoub, (2019). They found that a workforce with high levels of intrinsic reward shows a lot of interest and self-management. The peak of intrinsic reward among the volunteers occurs when the voluntary work offers an experience

that is exciting, pleasing and gives volunteers a variety to choose from (Jacobs et al, 2014). The test results indicated that variation in volunteers' retention could not be explained by variation in intrinsic reward – the sense of progress. The β was not significant $\beta=0.024$. This fact, therefore, suggests that this model could not be used to explain the influence of intrinsic rewards - sense of progress on volunteer's retention. However looking at specific aspects under the sense of progress, volunteers are extremely motivated when they see progress in the lives of the beneficiaries or the vulnerable people gaining from the organization. Through the feeling of progress, they experience positive emotional energy that is energizing and rewarding hence retention.

In conclusion, Ayman & Rjoub, (2019) argued that lack of intrinsic rewards results in a negative feeling of uncertainty, stress, and emotional detachment. Consequently, this leads to volunteers leaving the organization. Miller, (2001) found that a lack of intrinsic rewards leads to lack of job satisfaction which in return contribute to one's desire to quit their work and look for employment or volunteerism opportunity elsewhere. From these study findings based on Homans, (1974) one can argue that volunteers can be demotivated when they don't receive an equitable rate of return. When volunteers' work fails to bring out intrinsic rewards, then they are likely to quit the organization.

This study, therefore, concludes that intrinsic rewards predict retention of volunteers in FBOs like St. Martin CSA, Nyahururu. Intrinsic rewards are important factors in achieving volunteers' retention and therefore, the role they play cannot be underrated.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the summary of the study findings, conclusions and recommendations. It also highlights the key limitations of the study and concludes with suggestions for future research.

5.2 Summary

Study findings showed a positive significant relationship between intrinsic rewards and volunteers' retention at St. Martin CSA, Nyahururu. From the findings, one can argue that 43.1% variation in volunteers' retention at St. Martin CSA can be attributed to intrinsic rewards while 56.9% can be attributed to other factors not covered by this research. The regression equation established that increase by a unit of intrinsic rewards, volunteers' retention at St. Martin CSA will stand at 1.268.

The strongest relationship between intrinsic rewards and volunteers' retention at St. Martin CSA was under the sense of meaningfulness with a beta coefficient of 0.377. Further findings showed that a marginal increase in the sense of competence in the work of the volunteers leads to an increase in volunteers' retention in the organization by 0.212. More so marginal increase in intrinsic rewards - a sense of choice results to 0.110 increase in volunteers' retention at St. Martin CSA. The test results, however, indicated that variation in volunteers' retention could not be explained by variation in intrinsic reward – the sense of progress. The β was not significant $\beta=0.024$ and P-Value=0.725. However looking at specific aspects under the sense of progress, volunteers are extremely motivated when they see progress in the lives of the beneficiaries.

From the findings, the study established that intrinsic rewards (sense of meaningfulness) attract people to volunteer. The mission of the organization, platform to give back to the community and opportunity to exercise Christian duty attract volunteers and are the most fulfilling intrinsic rewards. Sense of choice, especially varieties, and work design where they choose on when and how to work attract volunteers. Sense of competence i.e. good image and reputation of an organization, opportunity to use own skills, experience, expertise, and also technical and spiritual formation attracts volunteers. Under the sense of progress, volunteers are attracted by opportunities to gain experience and to better the lives of the vulnerable.

Findings show that lack of intrinsic rewards- a sense of meaningfulness could easily make volunteers quit. Precisely volunteers are likely to leave when their expectations are not met when the work is not meaningful enough, and when they cannot see the result of their work. On the sense of choice, findings show that volunteers quit when their roles and expectations are not clear. Regarding the sense of meaningfulness, respondents were neutral that volunteers quit to protect their reputation against bad organization image and reputation, and that they quit when they feel not valued, appreciated, or recognized by the organization or fellow volunteers. Under the sense of choice, volunteers were neutral that lack of freedom in performing the work could make them feel micromanaged and leave the organization and that volunteers quit the organization if they feel mistrusted on how to self manage their work.

5.3 Conclusions

This study concludes that there is a positive significant relationship between intrinsic rewards and volunteers' retention at St. Martin CSA, Nyahururu. A unit increase in intrinsic rewards will increase volunteers' retention at St. Martin CSA. Therefore, this

study concludes that intrinsic rewards influence volunteers' retention at St. Martin CSA.

Intrinsic rewards influence volunteers' retention in FBOs like St. Martin CSA but other variables not covered by this study also play a significant part and therefore this study also concludes that volunteers' retention is not influenced by intrinsic rewards alone. Study indicates that other variables perhaps not covered by this study influences volunteers decision to quit volunteering at St. Martin CSA. Other key variables that could affect volunteers turnover and were not covered by this study but mentioned by other studies include; management practices, volunteers characteristics, social rewards, extrinsic rewards, personal reasons among others (Oyoo et al, 2016; Ayman & Rjoub, 2019; Cuskelly, 2006).

Sense of meaningfulness was the most impactful in attraction, retention and turnover of volunteers at St. Martin CSA, Nyahururu. The effect of sense of progress on volunteers' retention, however, was not significant and therefore, the test results indicated that variation in volunteers' retention based on a sense of progress could not be explained by the employed model. The level of significance was much far beyond the employed level of significance of 5%.

Even though the study findings indicate that volunteers are significantly attracted, and make the decision to remain because of intrinsic rewards, the study showed that volunteers' decision to quit is not entirely influenced by lack of intrinsic rewards from the voluntary work itself. Respondents neither agreed nor disagreed on pre-stated statements on volunteers' decision to quit linked to intrinsic rewards. However, looking at specific aspects of intrinsic rewards in this study, findings show that volunteers are very clear that lack of feeling of a sense of meaningfulness in their work would make them quit.

Based on these findings, therefore, one can conclude that the role played by intrinsic rewards in volunteers' retention cannot be ignored in FBOs and other volunteers' organizations. It was statically proven that any minimal increase in intrinsic rewards will increase volunteers' retentions in FBOs like St. Martin CSA, Nyahururu.

5.4 Recommendations

The research result showed that intrinsic rewards positively and significantly influence volunteers' retention in FBOs like St. Martin CSA. Therefore this study recommends that in practice, the management must be conscious of intrinsic rewards and purposively design volunteers work design in a way that it increases the intrinsic rewards and hence increased volunteers' attraction and retention. Staff working directly or coming into contact with volunteers should be trained on the dynamics of intrinsic rewards and how to support and offer a favourable environment that fosters intrinsic rewards in volunteerism.

The management of St. Martin CSA should review their volunteers' policy to categorically define the wider volunteers' reward system to include intrinsic rewards among other motivation strategies for attraction and retention of volunteers. Volunteer's policy should align intrinsic rewards to volunteers' retention. The policy should outline key management practices that promote intrinsic rewards e.g. treating volunteers with respect, recognizing volunteers' efforts and achievements and giving them space to express their opinions and observations. Other areas as cited by Cuskelly, (2006) could include; proper planning of volunteers engagement, recruitment, induction, training, support, performance management, and recognition.

5.5 Limitations of the Study

The study covered volunteers in one organization. Future studies should open the scope to cover more organizations working with volunteers. The study looked at four categories of intrinsic rewards i.e. a sense of meaningfulness, sense of choice, sense of competence and finally a sense of progress. Any other form of intrinsic rewards that did not fall under these four categories was not covered by this study. Besides, other forms of rewards like extrinsic rewards and social rewards were also not covered by this study. Despite these limitations pointed out from this study, the quality of the research was not affected and that the limitations did not have any effects on the findings of this study.

5.6 Suggestions for Further Research

This study considered the influence of intrinsic rewards on volunteers' retention at St. Martin CSA - a FBO. Replicating this research in other organizations would be important. Future research therefore could cover other FBOs or NGOs working with volunteers to assess the variations in responses on the influence of intrinsic rewards on volunteers' retention.

Future research could introduce other variables like volunteers' characteristics, social rewards, and extrinsic rewards among others. This would help to explain other variables that influence volunteers' retention in FBOs that were not covered by this study. Studies could be carried out on the volunteers' turnover to determine the factors that influence turnover other than intrinsic rewards.

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APPENDICES

Appendix One: Questionnaire

INTRODUCTION

My name is Paul Mathubi a student at the University of Nairobi, pursuing a Master's Degree in Human Resource Management. I am currently carrying out a research titled "**The Influence of Intrinsic Rewards on Volunteers' Retention at St. Martin Catholic Social Apostolate, Nyahururu**". You have been selected as one of my respondents. Kindly answer the following questions as honestly as possible to help me generate data that will be useful in this study. The questionnaire will take you 20 minutes at most to fill in. All information provided herein will be treated with a lot of confidentiality and the data used for this study only.

Thank you.

SECTION 1: DEMOGRAPHIC INFORMATION

1. What is your Age? Please tick (√) where applicable.

- 18 - 29 yrs
30 - 39 yrs
40 - 49 yrs
50 - 59 yrs
Over 60yrs

2. What is your gender? Please tick (√) where applicable.

Male Female

3. What is your Marital Status? Please tick (√) where applicable.

- Single
Married
Divorced
Separated
Widowed

4. What is your highest level of education? Please tick (√) where applicable.

- Not Educated
Primary
Secondary
College/TVET
University
Masters & PhD

SECTION 2: VOLUNTEERISM STATUS

5. Are you currently volunteering at St. Martin CSA at the moment?

Yes No

6. How were you recruited or contacted to volunteer for the first time?

- Through Church or Mosque
- Through Referral
- I was requested by St. Martin
- Seconded by a community leader
- I requested/applied

7. How long have you served or did you serve as a volunteer in St. Martin CSA?

- Under 5 yrs
- 5 - 10 yrs
- 10 - 15 yrs
- 15- 20 yrs
- Over 20 yrs

SECTION 3: PERCEPTION ABOUT INTRINSIC REWARDS

8. Indicate the level at which you agree or disagree with the following statements on perception about intrinsic rewards why volunteers join St. Martin CSA.

RATINGS ON THE LEVEL OF AGREEMENT/DISAGREEMENT				
1	2	3	4	5
Strongly disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree

STATEMENTS	RATINGS				
	1	2	3	4	5
Sense of Meaningfulness					
I wanted to contribute to the mission of St. Martin CSA.					
I joined the organizations to be able to give back to the community through their platform.					
I joined the organization to get a platform to exercise my Christian duty.					
I joined the organization to meet my psychological needs (esteem, praise, and recognition).					
Sense of Choice					
I Was attracted by varieties of opportunities to volunteer in the organization.					
I was attracted by the work design in St. Martin where I can choose when and how to volunteer.					
Sense of Competence					
Was attracted by the good image and reputation of St. Martin CSA.					
Was looking for an opportunity to use my skills, experience and expertise.					
I was attracted by varieties of technical training and spiritual formation opportunities in the organization.					
Sense of Progress					
An opportunity to gain experience for my career growth and development.					
To look for an opportunity to better the lives of vulnerable people through St. Martin CSA platform.					

SECTION 4: INTRINSIC REWARDS AND VOLUNTEERS RETENTION

9. Indicate the level at which you agree or disagree with the following statements about what makes volunteers stay at St. Martin CSA.

RATINGS ON THE LEVEL OF AGREEMENT/DISAGREEMENT				
1	2	3	4	5
Strongly disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree

STATEMENTS	RATINGS				
	1	2	3	4	5
Sense of Meaningfulness					
I feel part of St. Martin CSA mission and vision and therefore, this motivates me to remain in the organization.					
I do see the results of my voluntary work and therefore, this encourages me to stay in the organization.					
I enjoy working at St. Martin CSA, the work is fun and challenging, this gives me the drive to continue volunteering.					
I feel appreciated by the organization and the community this makes me feel valuable and therefore stay longer.					
I want to continue being associated with St. Martin CSA good image and reputation, hence the motivation to stay.					
Sense of Choice					
There are many activities to choose from, this option to choose where and how to volunteers make me stay longer.					
I remain because I am given room to choose and decide how and when to perform my roles.					
While working in the community I am given the freedom to make decisions on my own, this makes me stay.					
I continue volunteering in the organization because I feel trusted on how I self manage my work.					
Sense Competence					
I continue volunteering because my skills and competencies are utilized.					
Work in the organization fits my abilities; this always challenges me to continue longer.					
My work is recognized by staff and other volunteers this makes me proud and wish to continue longer.					
I receive feedback about my performance hence the motivation to continue longer in the organization.					
Sense of Progress					
Learning opportunities make me feel the organization cares about my capacity development and therefore I stay.					
I stay longer because of regular spiritual formation opportunities offered by the organization which meets my spiritual needs.					
I see the progress of my effort through the lives of beneficiaries, this motivates me to stay.					
In St. Martin, my success is celebrated in different occasions and this inspires me to continue volunteering.					

SECTION 5: REASONS WHY VOLUNTEERS LEAVE ST. MARTIN CSA

10. Indicate the level at which you agree or disagree with the following statements about the reasons why volunteers quit volunteering at St. Martin CSA.

RATINGS ON THE LEVEL OF AGREEMENT/DISAGREEMENT				
1	2	3	4	5
Strongly disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree

STATEMENTS	RATINGS				
	1	2	3	4	5
Sense of Meaningfulness					
Volunteers are likely to leave the organization when their expectations are not met.					
Volunteers quit when the work is not meaningful enough and they cannot see the result of their work.					
Volunteers quit to protect their reputation against bad organization image and reputation.					
Volunteers quit when they feel not valued, appreciated, or recognized by the organization or fellow volunteers.					
Sense of Choice					
When the roles and expectations are not clear, volunteers leave the organization to avoid confusion.					
Lack of freedom in performing the work make the volunteers feel micromanaged and leave the organization.					
Volunteers quit the organization if they feel mistrusted on how to self manage and make their own decisions in their work.					
Sense of Competence					
Lack of learning opportunities for capacity development and growth pushes me out of the organization.					
When there is a mismatch between volunteers' skills, abilities and competence and the job itself they quit.					
Volunteers quit because of insufficient work to keep a volunteer engaged.					
Lack of coaching and mentoring by the staff drives me away from the organization.					
Sense of Progress					
Lack of visible progress out of job tasks demotivates volunteers leading to leaving the organization.					
Volunteers leave the organization when they don't see change or result in the course of their work.					
Lack of opportunities to share my progress makes me feel dissatisfied and hence decision to leave the organization					

Thank you very much for your responses and cooperation